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## FOREWORD

Labor turnover refers to the hiring and firing of men. By excessive labor turnover is meant the excessive hiring and firing of employees. Speaking broadly, the average concern hires or fires as many people during the year as are on its payroll. This great flow of labor from shop to shop is a serious loss both to employer and employee. Estimates of the cost to the employer of securing, hiring and adjusting the new employee to an organization range from \$30 to \$500 per individual.

More than this, it makes difficult the formation of an *esprit de corps* in an organization, and makes almost impossible extensive participation by employees in management. The degenerative effects of excessive labor turnover on employees are too obvious to need mention.

The bettering of this condition will require the development of a "fourth arm" of industry, which will specialize in the scientific dealing with personnel as the production, sales and financial departments specialize in their respective fields. The methods of this science are not standardized. This volume is edited with the hope of contributing to the forward movement of this science by presenting a description of the work of some plants or individuals who have paid conspicuous attention to this subject.

I wish to acknowledge my indebtedness particularly to Mr. Boyd Fisher.

JOSEPH H. WILLITS, PH.D.,  
*Editor in Charge of Volume.*